



**National
Peace Corps
Association**

**AFFILIATE
GROUP
WEBINAR**

**Get Strategic, Part 2:
How to Develop a Strategic Plan
that Empowers your Group**

Hosts and Presenters

Hosts

Maricarmen Smith-Martinez RPCV Costa Rica,
Affiliate Group Network Coordinator, NPCA Board of Directors

Anne Baker RPCV Fiji, Vice President, NPCA

Presenters

Katie Muller RPCV Cambodia,
Philadelphia Area Peace Corps Association

Don Drach RPCV Liberia, Friends of Liberia,
Peace Corps Community for Refugees

Patricia Wand RPCV Colombia, Friends of Colombia,
Committee for a Museum of the Peace Corps Experience

Agenda

1. Welcome and introductions - Maricarmen
2. Review of webinar #1 and objectives for webinar #2 - Katie
3. Planning in “Lite” Mode - Katie
4. Planning in a re-vitalizing organization - Don
5. Planning for an ambitious project and growing organization - Pat
6. Questions and discussion - Maricarmen

Objectives

Participants will

- Understand what a strategic plan is, what's in a plan, and how it can benefit their group
- Learn a vocabulary and process, enabling them to undertake strategic planning
- Be introduced to three different approaches to strategic planning based on each group's purpose and needs

What is a strategic plan?

- A process and a document....and a way of thinking
- Road map that tells you
where you are and where you want to go
how you're going to get there, and,
when you get there
- Vehicle for communicating internally and externally

Philadelphia Area Peace Corps Association

- Context
 - Waning membership
 - Leadership transitions
 - NPCA changes
- Planning “Lite” = 1 day Board retreat
- Keys to success
 - Plan ahead: Agenda and background materials
 - Start from mission
 - Use the right tools
 - Realistic evolution
 - Built-in accountability for measurable outcomes

Friends of Liberia (FOL)

Strategic Planning Process: Essentials

- Communication
- Consultation
- Consensus
- Impact - answers the 'so what?' question

FOL - Timeline

<p>March <u>2012</u>: Board creates strategic planning task force (TF)</p>	<p>April - TF drafts vision, mission and core values - Environmental scan/SWOC begins</p>	<p>May - Environmental scan</p>	<p>June - Environmental scan</p>
<p>July - Interim report to board - Vision, mission, core values approved and SWOC analysis agreed</p>	<p>August - Four strategic issues and supporting goals and objectives drafted by TF</p>	<p>September - Draft strategic plan presented and discussed at board meeting.</p>	<p>October - December - Communication - Consultation - Consensus</p>
<p>January <u>2013</u> - Final draft sent to board</p>	<p>February - Final updates made and re-circulated to board for fatal flaw review</p>	<p>March Board adopted FOL Strategic Plan 2013-2018</p>	

FOL - Environmental Scan

Strengths

- 50+ year presence in Liberia
- Brand awareness/credibility
- Strong personal and professional relationships
- Motivated members

Weaknesses

- Overhead/admin costs too high
- No program M&E
- Aging membership, no membership database
- U.S.-based, U.S.-centric
- Uneven levels of commitment by board members
- Lack of funds
- No shared vision/mission
- No long-term plan

Opportunities

- President Ellen Sirleaf (“international darling”)
- Peace Corps returning to Liberia
- The Liberian people

Challenges

- Liberia 14-year civil war
- Corruption
- Identifying and recruiting new FOL leadership
- Funding
- Challenge ourselves:
 - Become a small organization that thinks big
 - Turn talk into action, and action into results

FOL - Tracking Progress

Goal 1: Education/Family Literacy

Co-chairs: Mary Gemignani and Don Drach

Task	Point of Contact	Status	Documentation	Issues/Concerns
Complete case statement, landscape paper and mapping			New Orleans Board Meeting .ppt	
Develop strategic work plan and design evaluation			Education Working Group Folder Dropbox	
Start with a radio program				
Complete Ashoka nominator training				
Explore you/adult literacy via text messaging				
Research family literacy as a target audience				
Identify a promising community for pilot				
Develop initial budget				

Committee for a Museum of the Peace Corps Experience (CMPCE)

Context for planning

- Founded as 501(c)3 in Portland, Oregon, 1999
- Expanding from regional to national focus - beginning 2016
- Ten widely dispersed members, dependent on Zoom
- Decided on realistic museum program - virtual & physical
- Established programmatic topics - collections, development, website, bylaws, etc.

CMPCE - Planning to Plan

- Scheduled Planning Retreat - Denver, pre-PCC, August 2017
- Delegated responsibilities to plan details, e.g.
 - Retreat schedule/Social functions/Facilities/Food/Supplies
- Decided on facilitator
- Topic groups formulated discussion questions
- Agreed on Retreat purpose
 - Get to know one another
 - Strategize and plan expansion of Museum program
 - Write strategic and business plans
 - Determine goals and objectives for immediate future

CMPCE - Planning Retreat - Denver - 8/2017

- 10 CMPCE members joined by 3 ‘consultants’
- Introductions included ice-breaker
- Environmental Scan -
 - SOAR – Strengths, Opportunities, Aspirations, Results
(Source: *Appreciative Inquiry*)
- Combined plenary and small group discussions
- Vision / Mission exercise
- Discussions lead to ‘strategic initiatives’

CMPCE - Post-Retreat Production

- Wrote *Vision* and *Mission* statements - adopted Feb 2018
- Wrote the *Strategic Plan*, incl goals - adopted Feb 2018
- Lead to *Operations Plan* with goals & detailed actions - adopted Feb 2018
- Impact of *Strategic Plan*
- Impact of *Operations Plan*
 - Helps each Subcom focus on its commitments
 - Keeps group moving forward toward common goals

GUIDING PRINCIPLES

- Strategic planning is not about perfecting the past but creating the future
- Process is as important as the final product
- Be inclusive
- Keep it real
- Strategic planning is an evolutionary, not revolutionary, process

QUESTIONS & DISCUSSION

- Ask questions
- Share concerns
- Tell examples of planning from your experience

How can NPCA help your group plan and expand?

Thank you for participating

Hosts

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Presenters

Katie Muller, Philadelphia Area Peace Corps Association

Don Drach, Friends of Liberia

Patricia Wand, Committee for a Museum of the Peace Corps
Experience

CONTACT: groups@peacecorpsconnect.org